

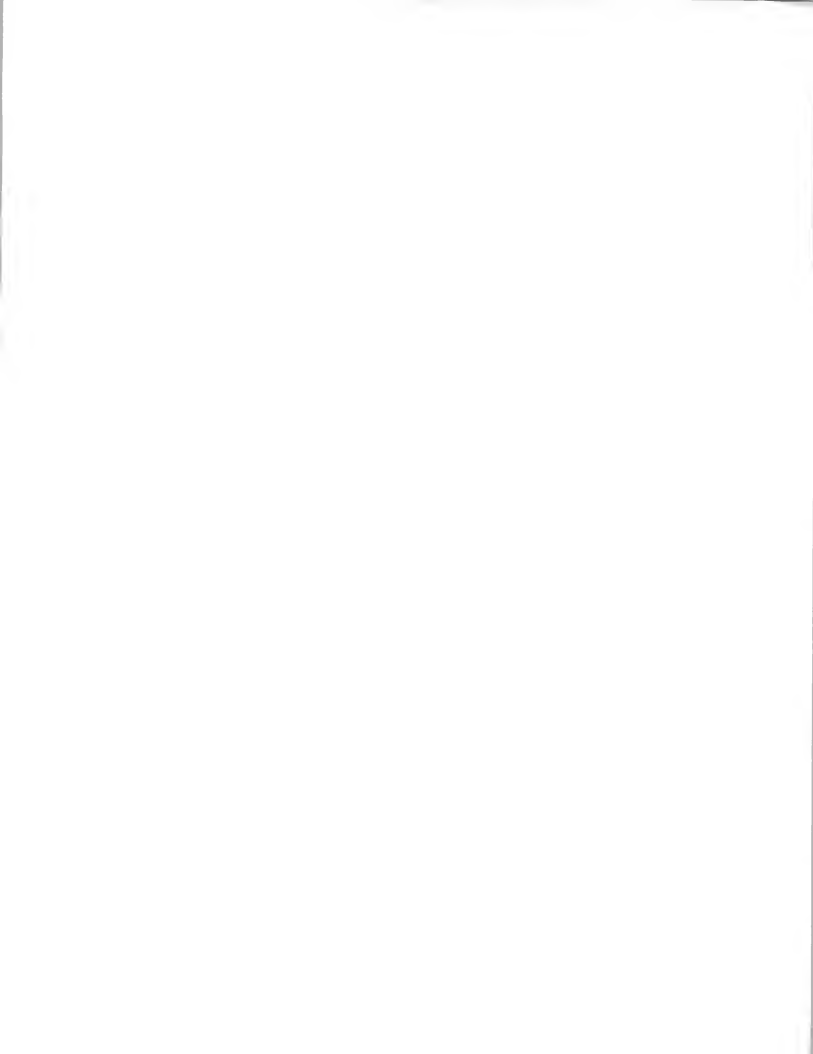
**Executive Presentation
to Europool
Thursday 25 April 1991**

Lucerne
Switzerland

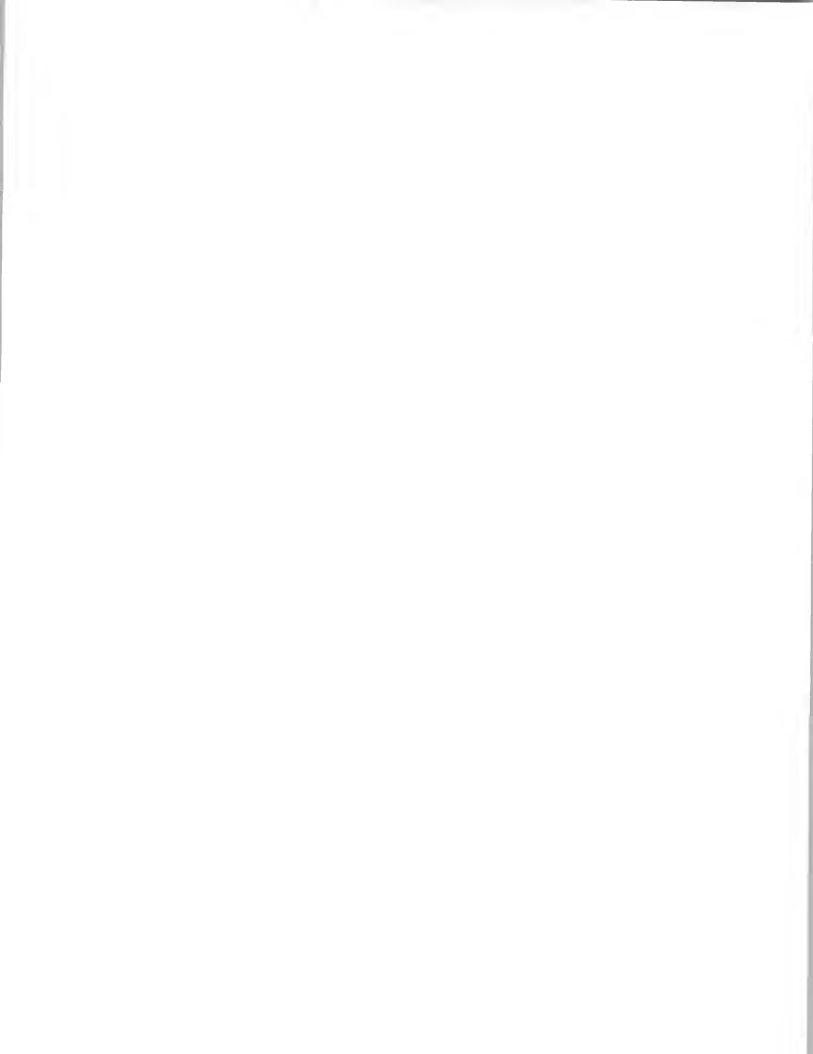
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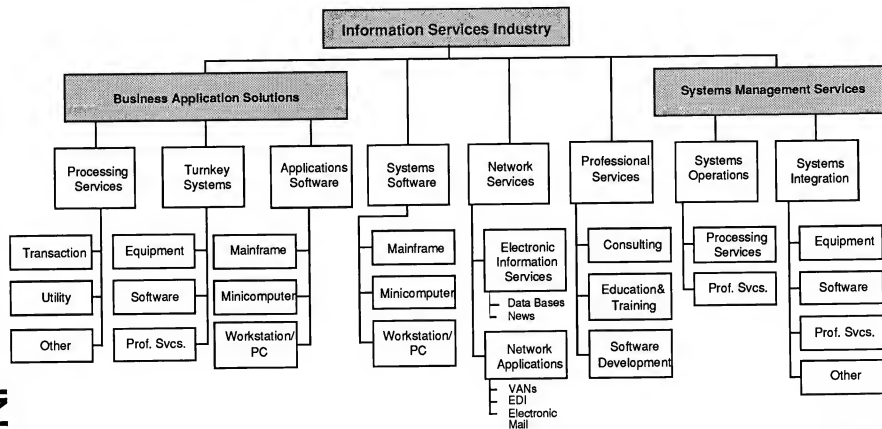
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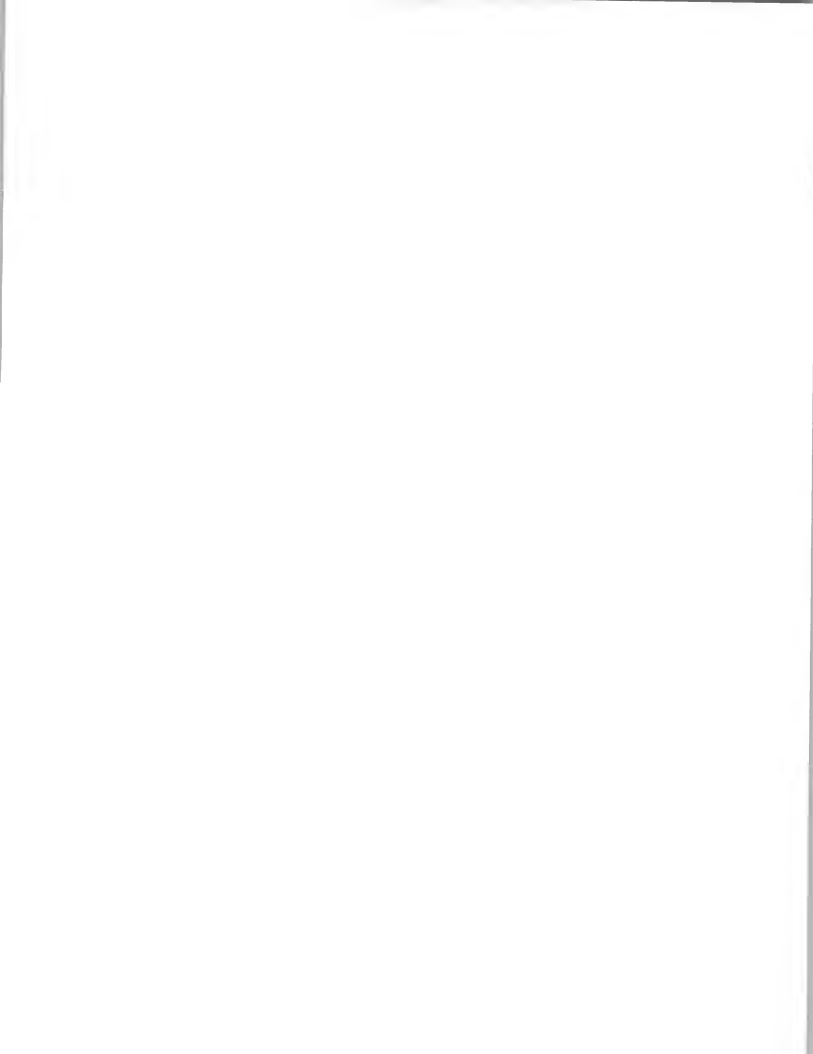
European Software and Services Overview



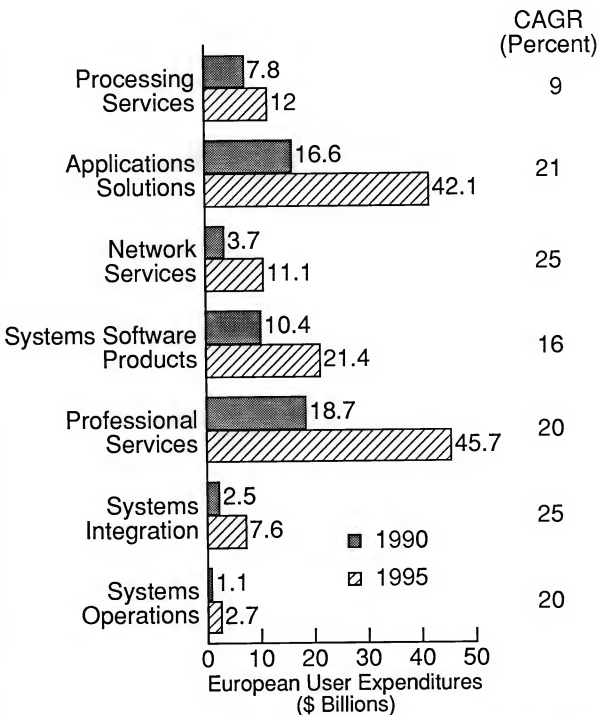
Information Services Industry Structure—1990

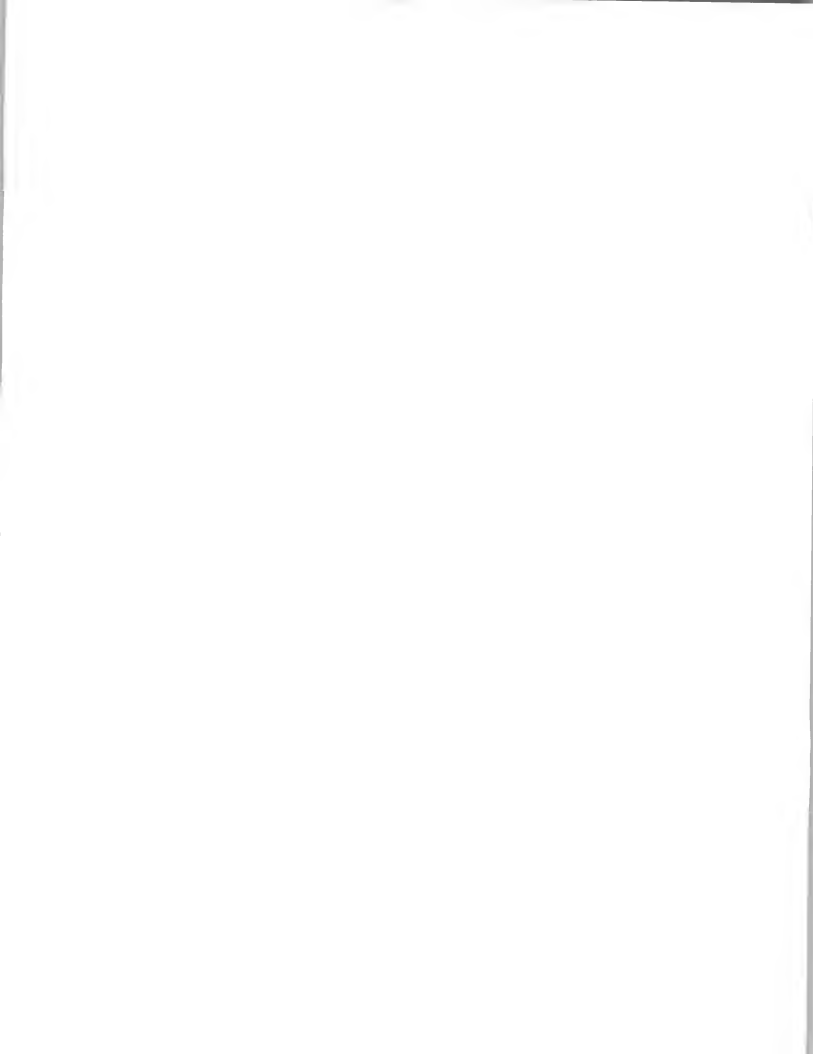


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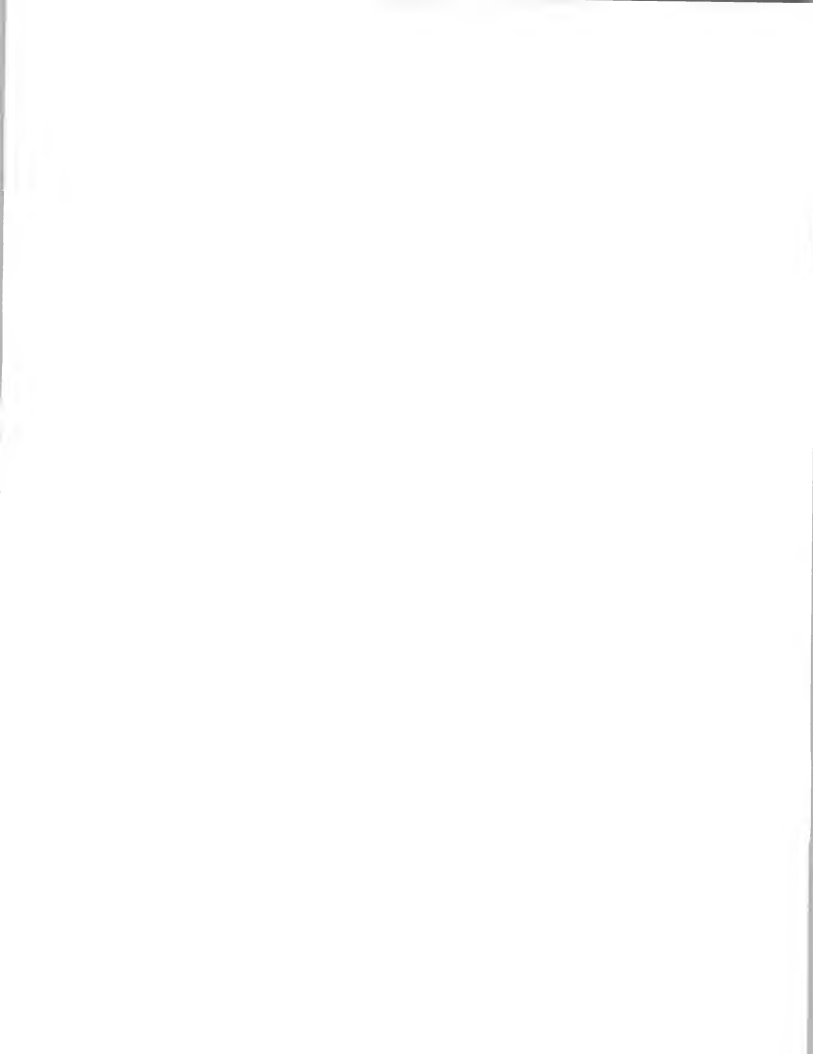
Computer Software and Services Markets by Delivery Mode, 1990-1995





Software and Services Market Country Analysis

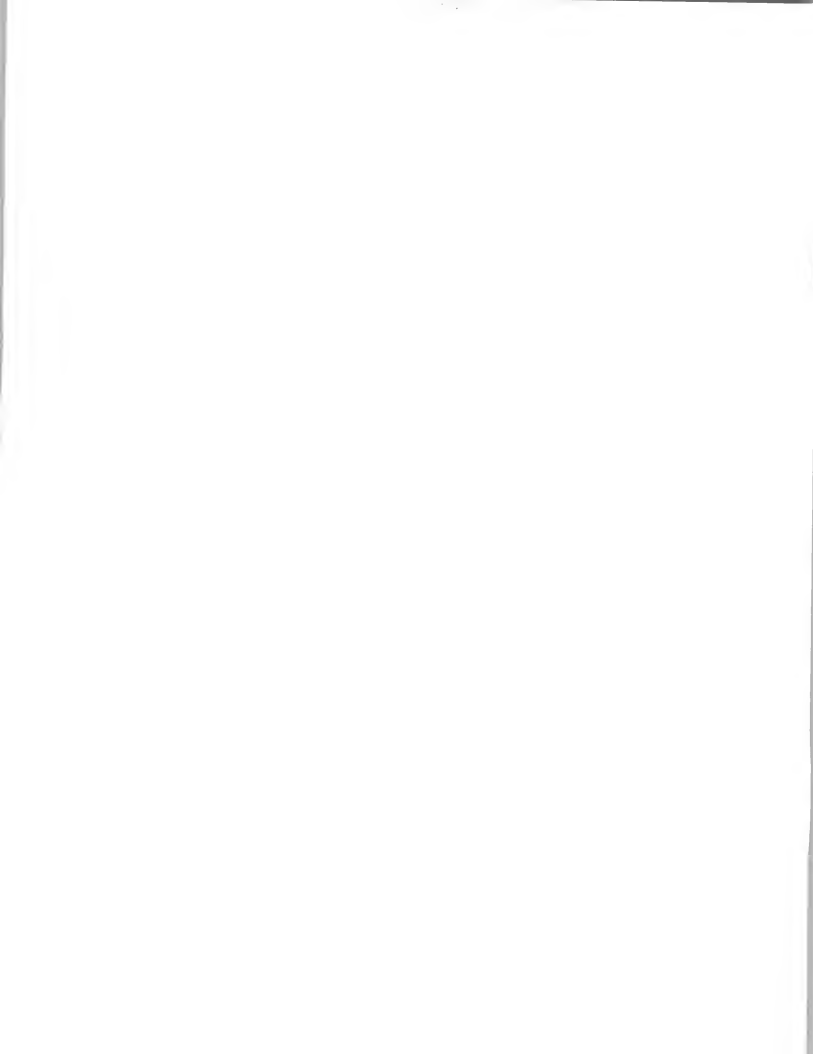
	User Expenditures—ECUs Billions		
	1990	1990-1995 CAGR (Percent)	1995
France	13.5	19	32.5
Germany	10.4	18	24.1
U.K.	9.1	19	21.5
Italy	6.1	19	14.7
Sweden	1.7	18	3.8
Denmark	1.4	16	2.9
Norway	1.1	15	2.3
Finland	1.0	17	2.1
Netherlands	3.0	18	6.7
Belgium	1.6	18	3.6
Switzerland	1.7	19	3.9
Austria	0.9	17	1.9
Spain	1.7	21	4.4
Rest of Europe	0.7	20	1.7
Total	53.9	19	126.1



Leading Independent Vendors, 1989 Software and Services Western Europe

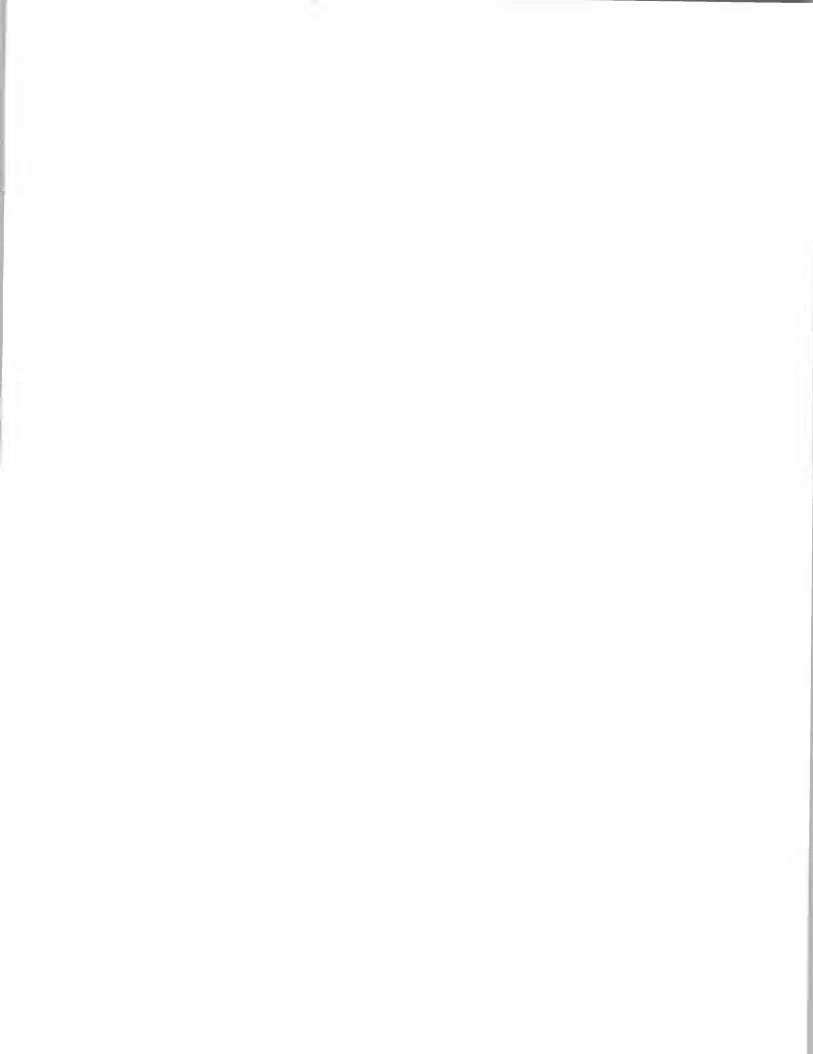
Rank	Vendor	Country of Origin	Estimated Revenues (\$ Millions)	Market Share (Percent)
1	CAP Gemini Sogeti	France	980	1.9
2	Reuters	U.K.	900	1.7
3	Andersen	U.S.	520	1.0
4	Finsiel	Italy	470	0.9
5	Computer Associates	U.S.	440	0.8
6=	GEIS	U.S.	380	0.7
6=	Sema	France	380	0.7
8	SD-Scicon	U.K.	350	0.7
9	Sligos	France	340	0.7
10	Concept	France	330	0.6
11	Datev	Germany	300	0.6
12	Getronics	Netherlands	290	0.6
13	Hoskyns	U.K.	280	0.5
14	Volmac	Netherlands	270	0.5
15	Oracle	U.S.	260	0.5
16=	Extel	U.K.	250	0.5
16=	GSI	France	250	0.5
18	Dun & Bradstreet	U.S.	240	0.5
19	EDS	U.S.	230	0.4
20	Telerate	U.S.	200	0.4

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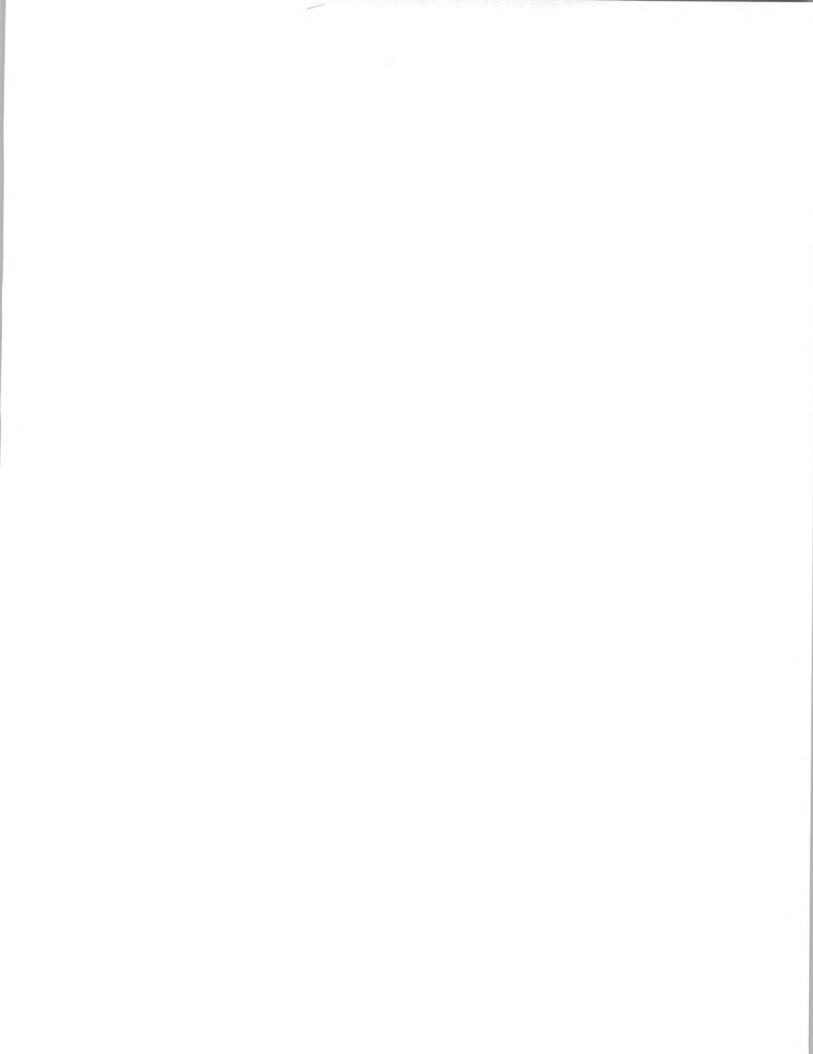
Processing Services Market 1990-1995, Western Europe

Subsector	User Expenditures (\$ Billions)			
	1989	1990	1990-1995 CAGR (Percent)	1995
Transaction processing	6.6	7.0	8.0	10.5
Utility processing	0.2	0.2	7.0	0.3
Other processing	0.5	0.6	15.0	1.2

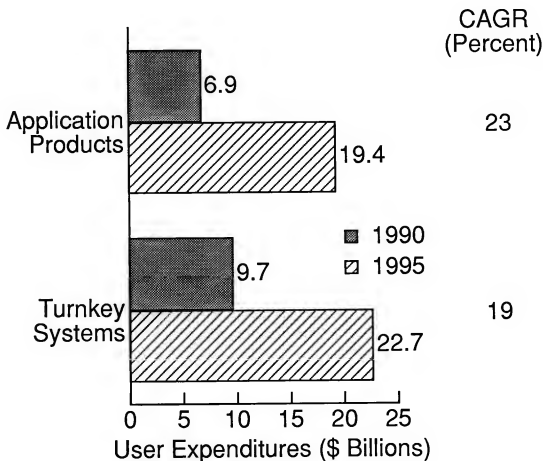


Leading Vendors Processing Services Western Europe, 1989

Company	Market Share (Percent)
IBM	4
GEIS	4
Datev	3
GSI	2
Sligos	1

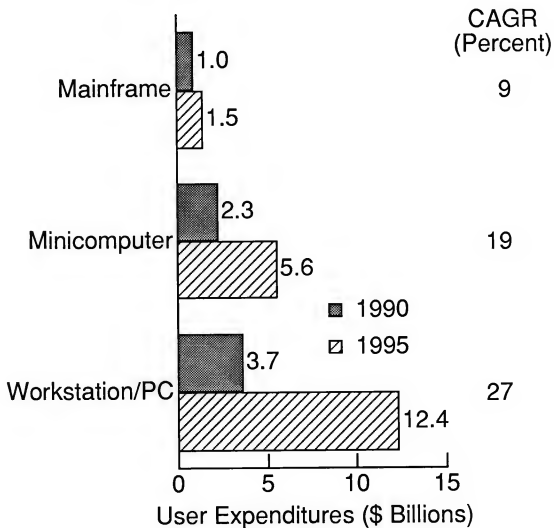


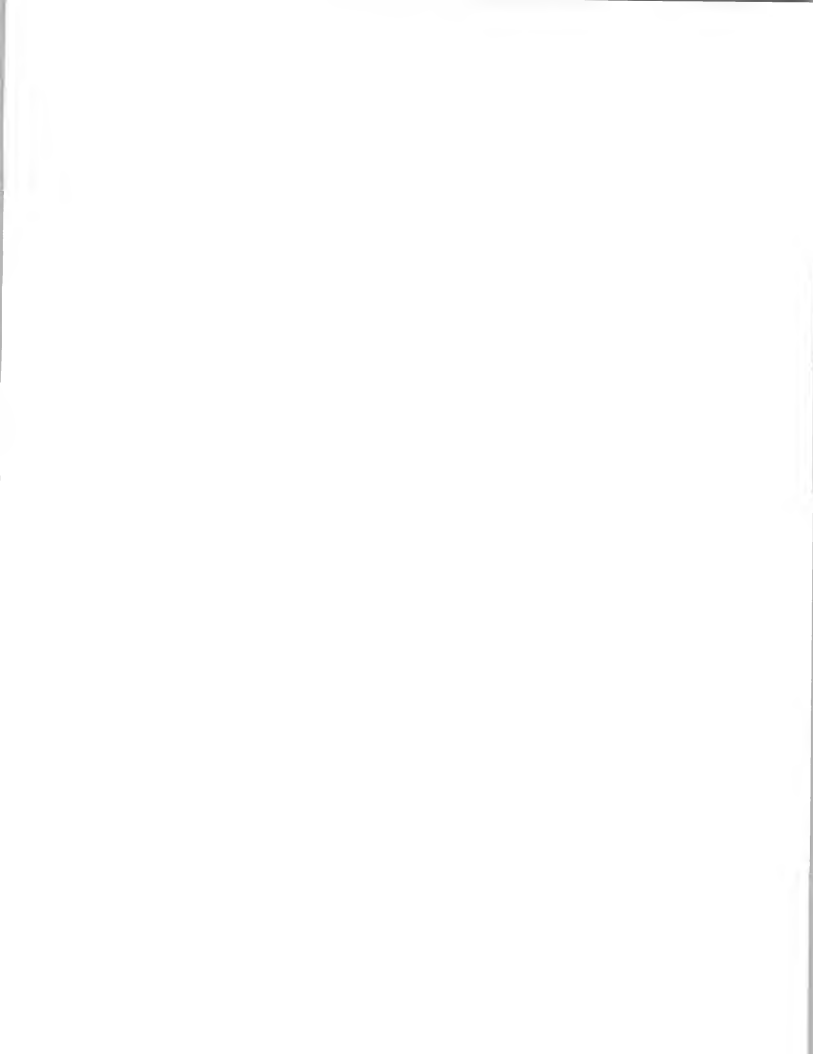
Application Software Products and Turnkey Systems Markets— Western Europe, 1990-1995



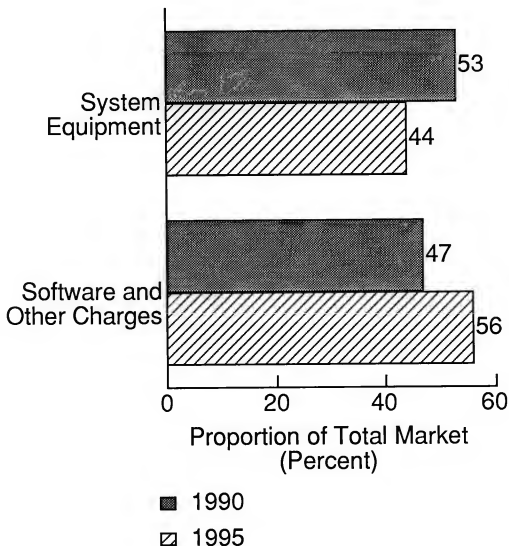


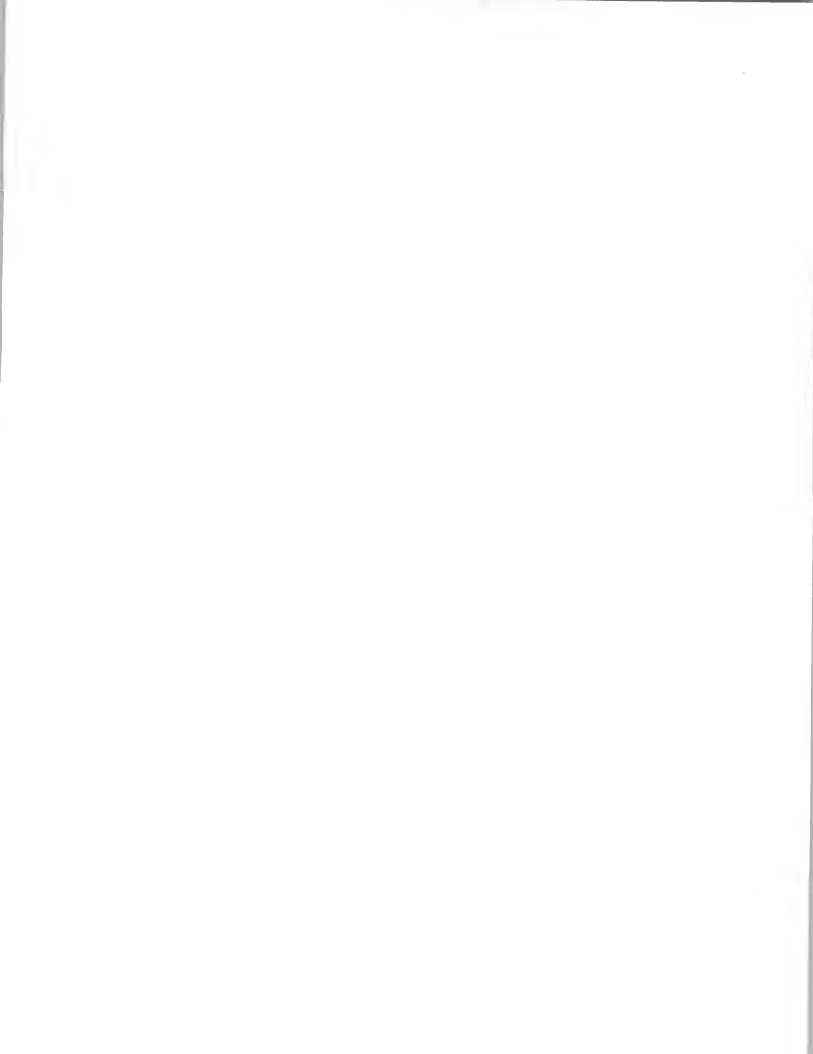
Equipment Platform Analysis Application Software Products Market Western Europe, 1990-1995



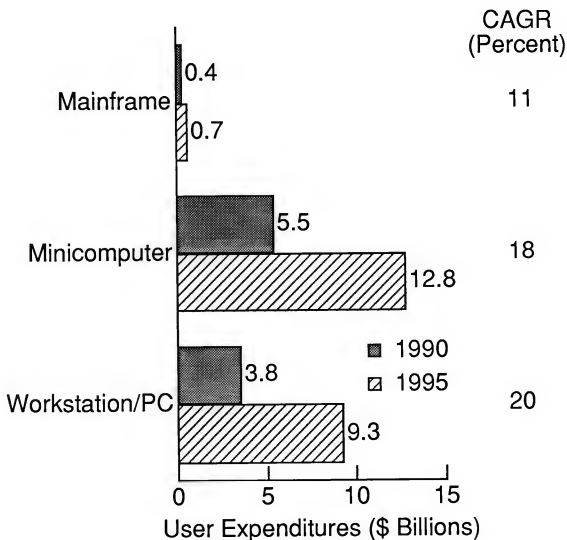


Subsector Trends, 1990-1995 Turnkey Systems, Western Europe



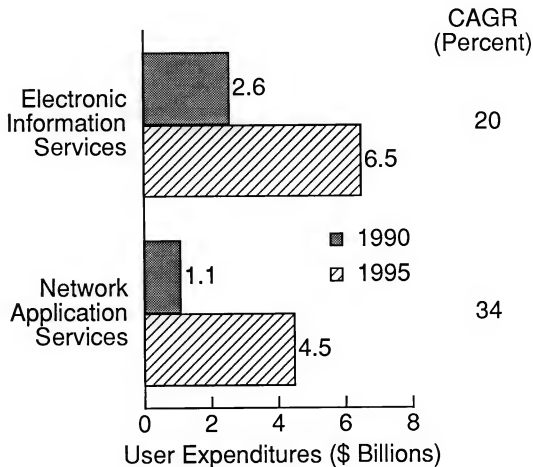


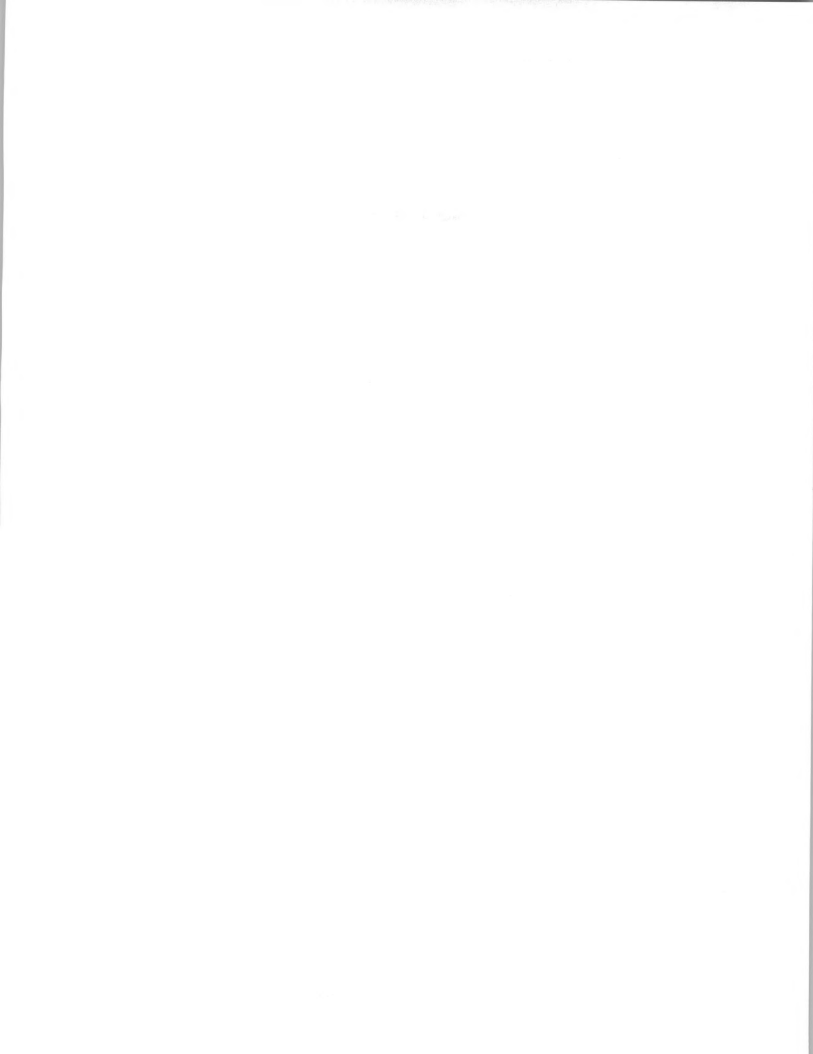
Equipment Platform Analysis, 1990-1995 Turnkey Systems, Western Europe



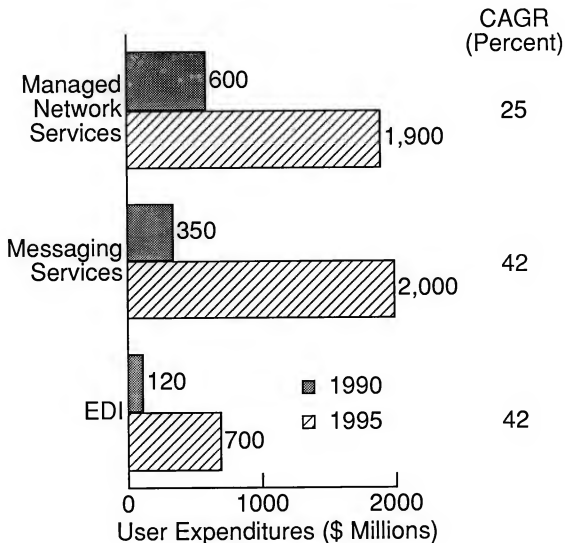


Network Services Market, 1990-1995 Western Europe



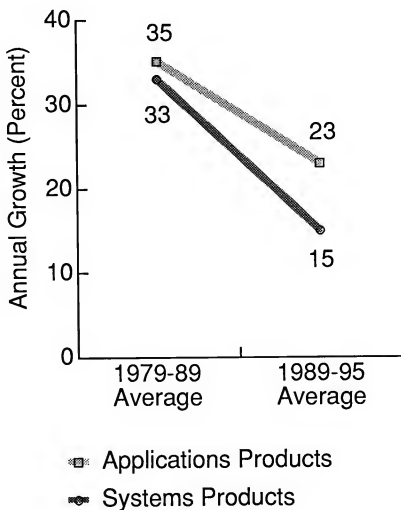


Network Application Services Market, 1990-1995 Western Europe



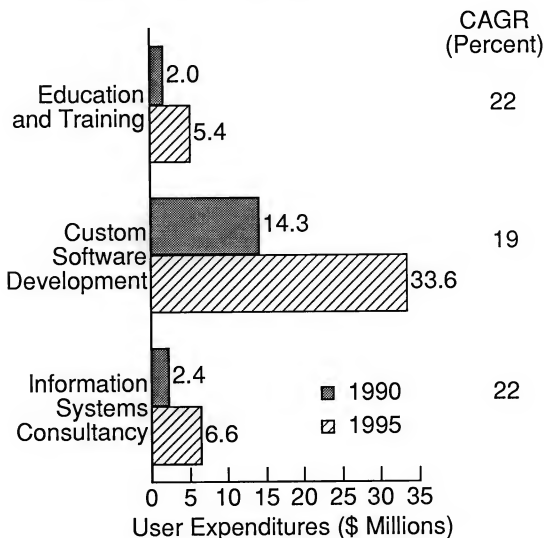


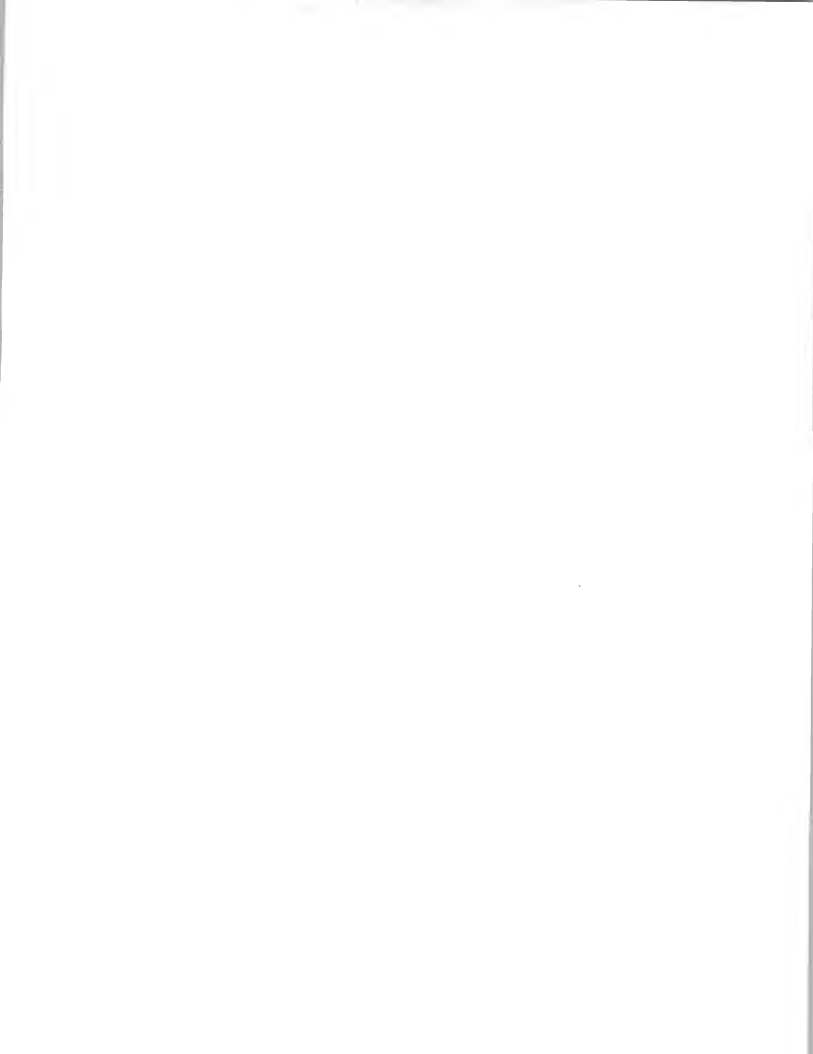
Systems Software Product Growth Declines In Western Europe





Professional Services Market Segments Western Europe, 1990-1995

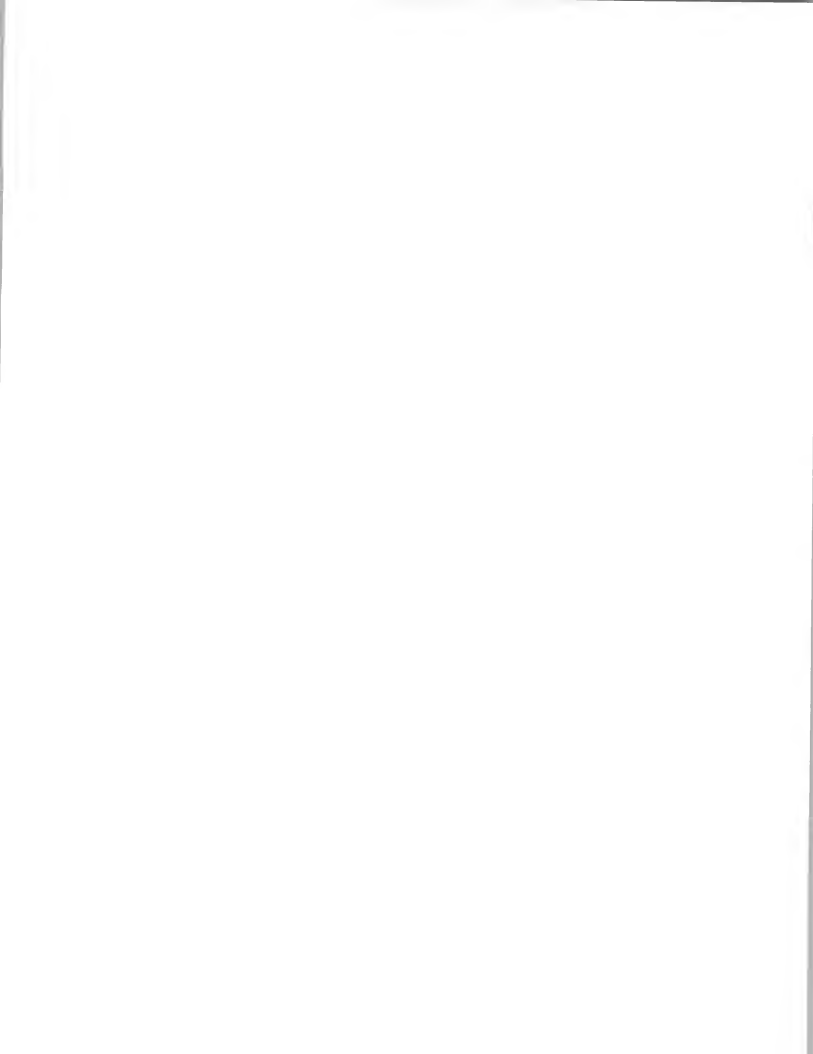




Leading Vendors, 1989

Professional Services, Western Europe

Rank	Vendor	Market Share (Percent)
1	IBM	5
2	CAP Gemini Sogeti	5
3	Finsiel	2
4	Sema	2
5	Andersen Consulting	2



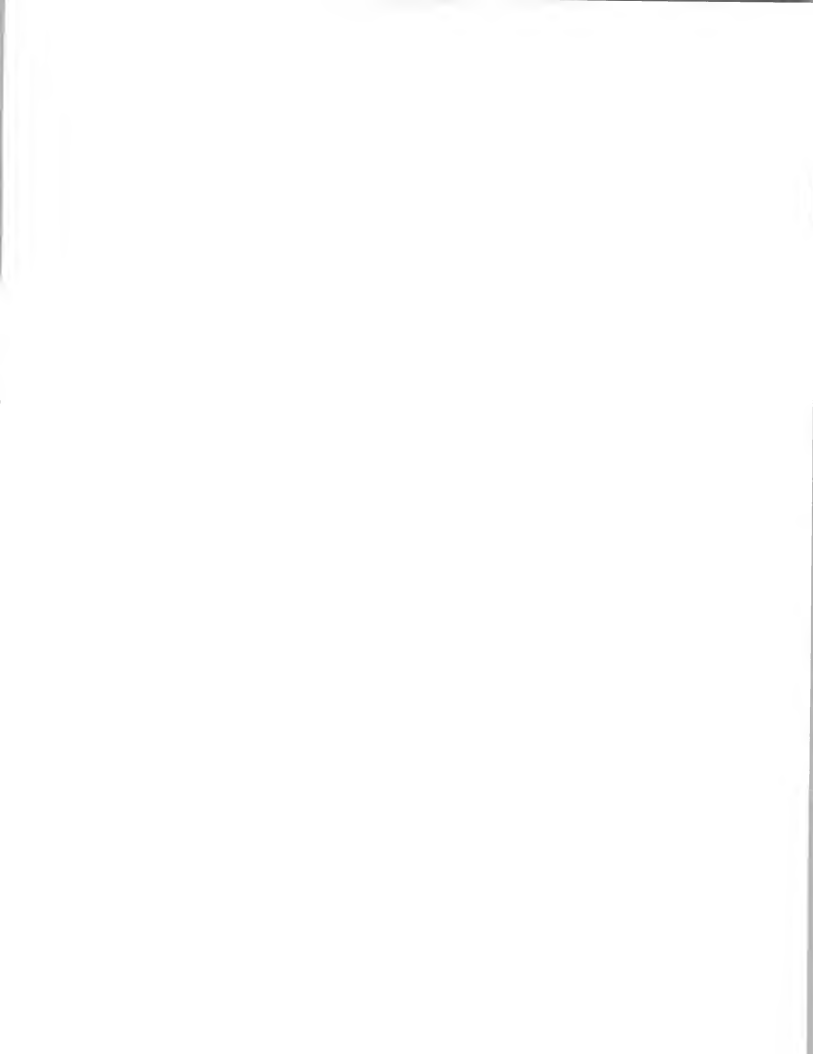
Software Maintenance Potential

(1990 \$ Billions)

Category	Development	Maintenance/ Support
In-house	21.0	39.0
Custom	11.5	2.5
Application product	6.1	0.8
System product	8.7	1.7

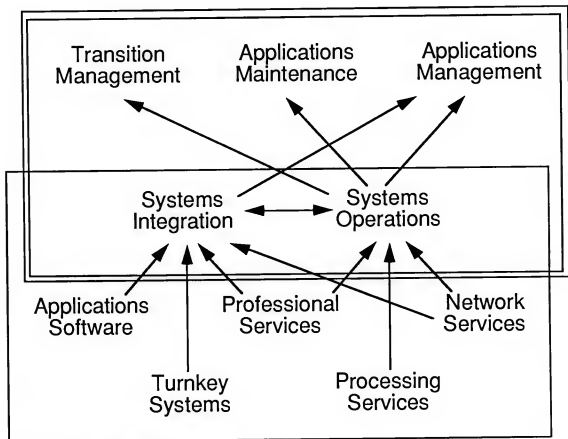


Systems Management Western European Overview

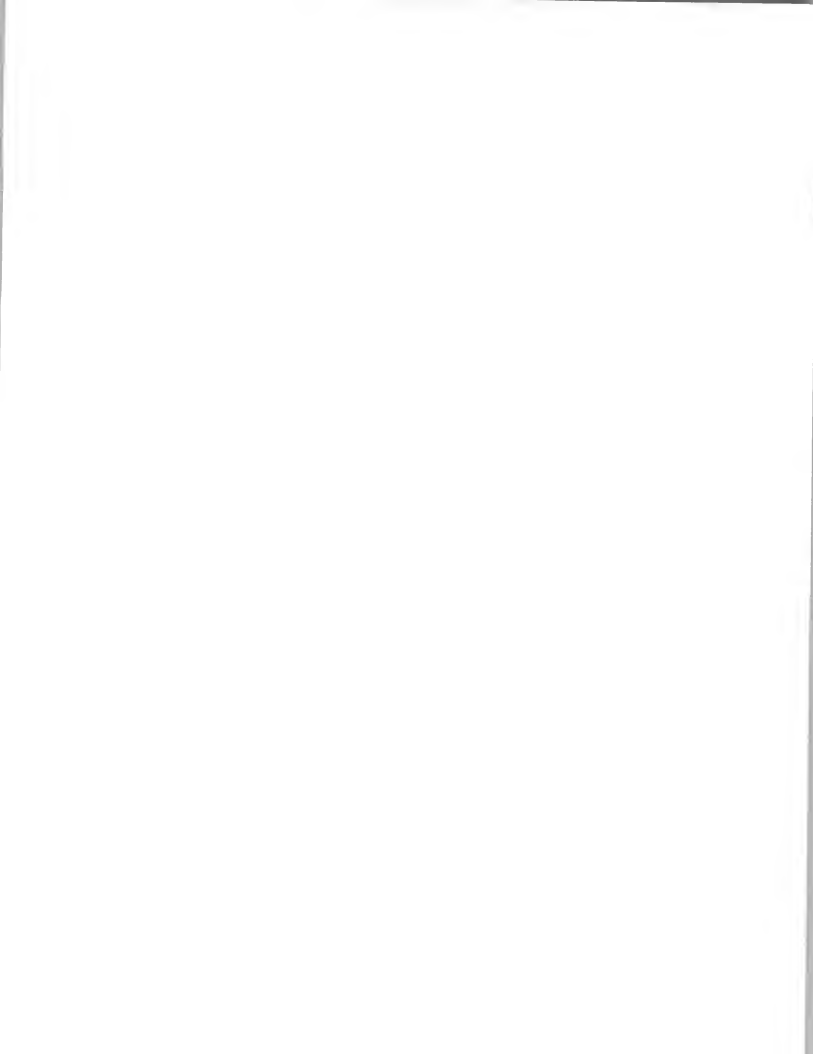


Outsourcing Developing Market Opportunities

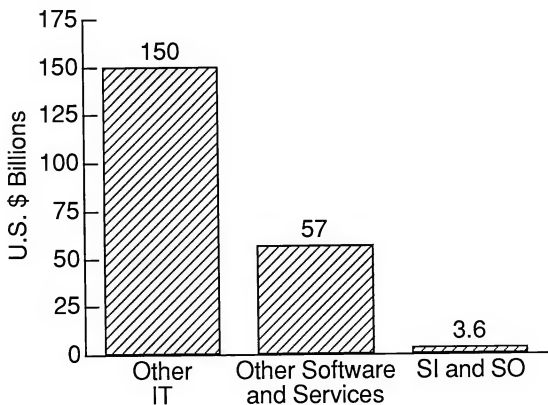
Systems Management Functions



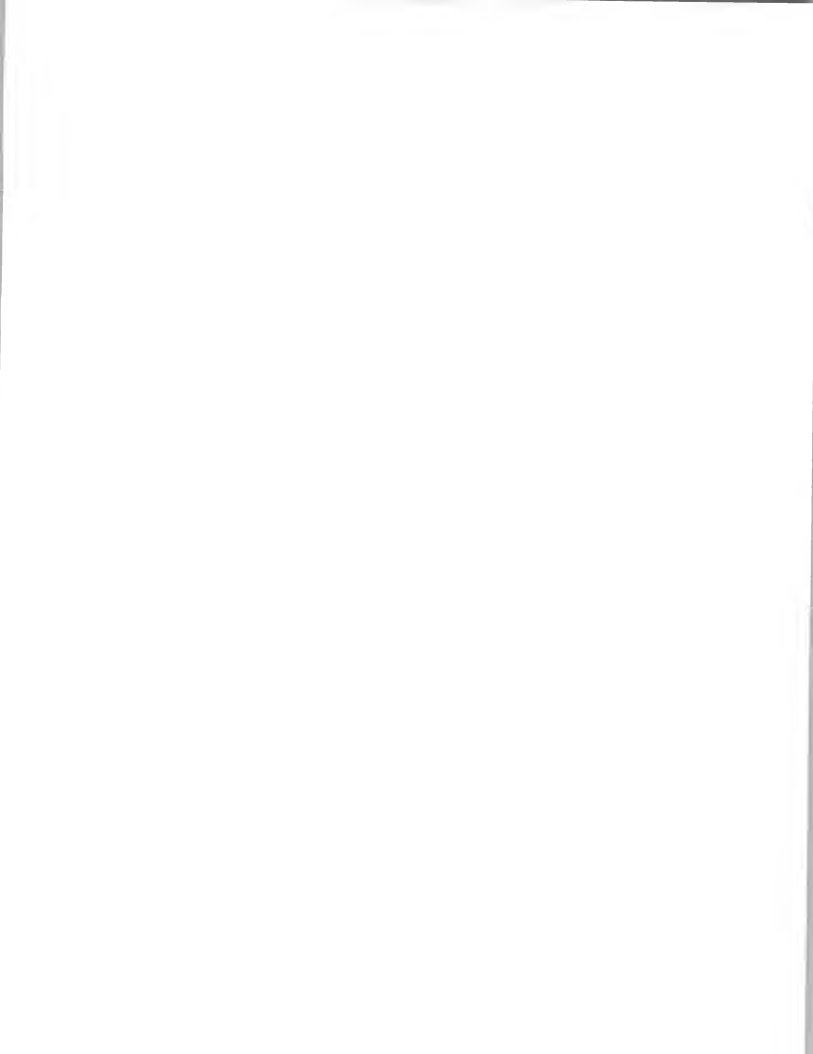
Delivery Modes



Total IT Expenditure Western Europe, 1990

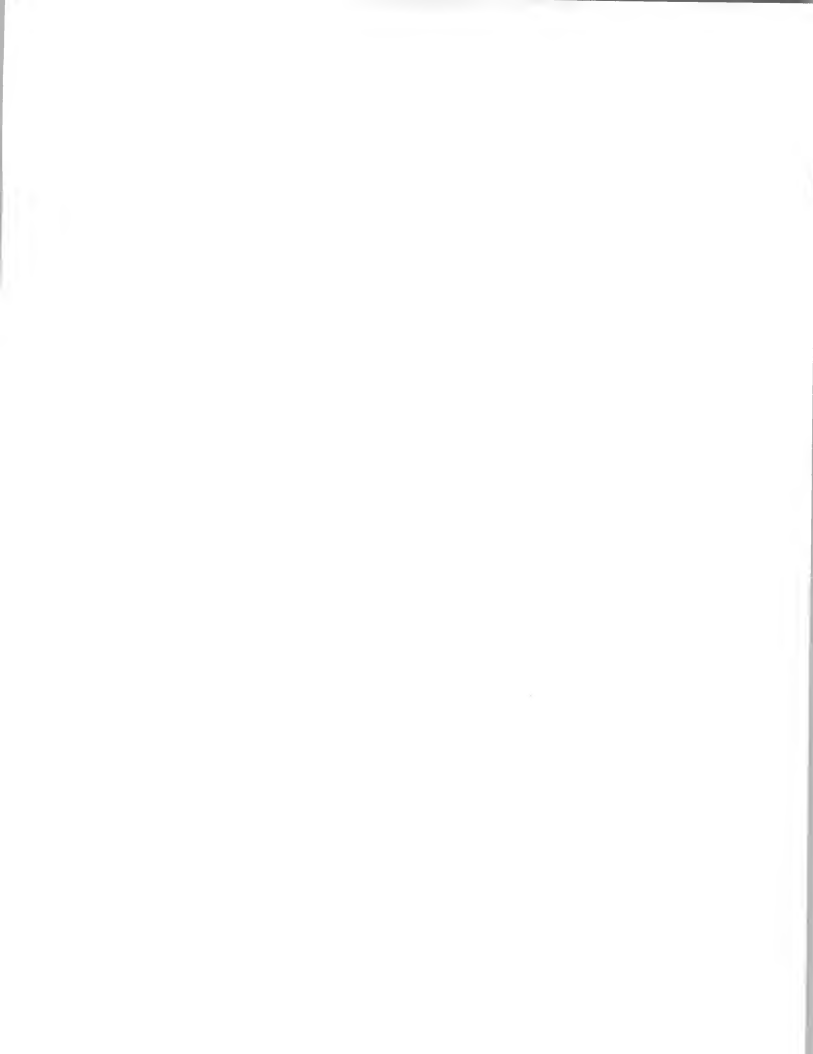


Total = \$210 Billion



Overall Product and Service Mix Western Europe, 1990

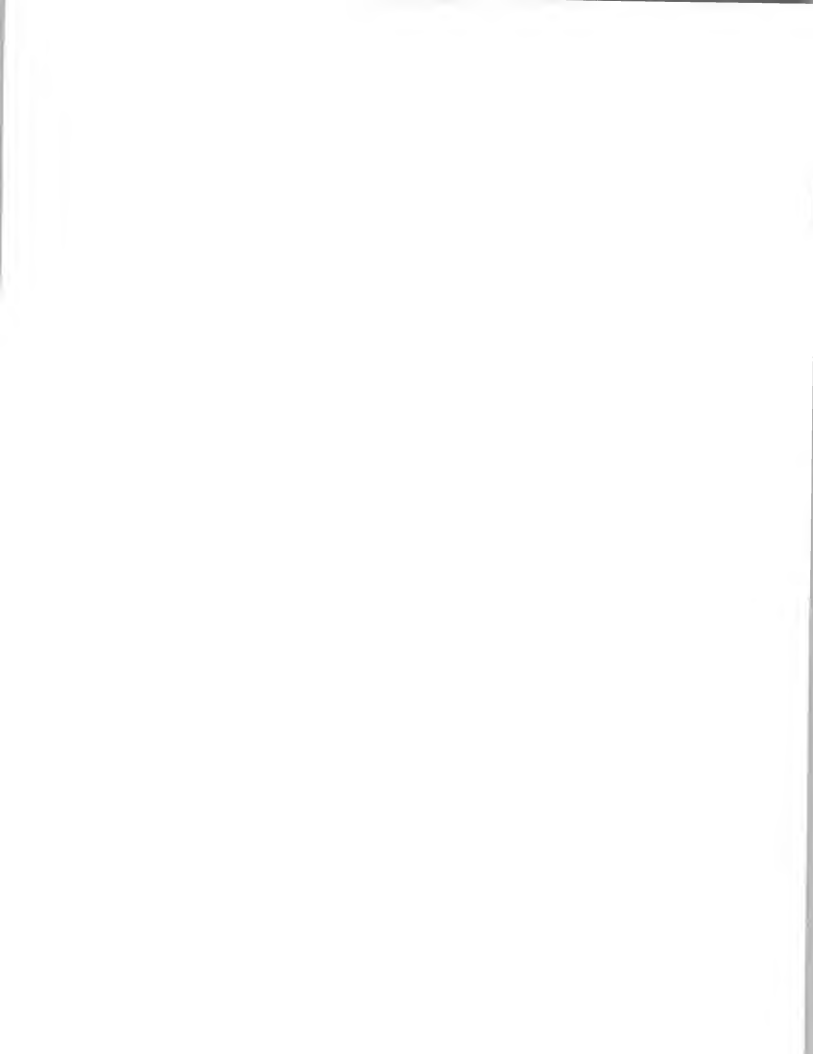
1990	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	7.84				7.84
Turnkey Systems	9.66	5.14	2.26	2.26	
Applications Software	6.89		5.86	1.03	
Systems Software	10.35		9.72	0.63	
Professional Services	18.66			18.66	
Network Services	3.69				3.69
Systems Operations	1.06			0.20	0.86
Systems Integration	2.42	1.00	0.16	1.26	
Total (rounded)	61	6	18	24	12
Customer Services	14			14	
Equipment	50	50			
Grand Total	125	56	18	38	12
Mix Share	100%	45%	14%	31%	10%



Overall Product and Service Mix Western Europe, 1995

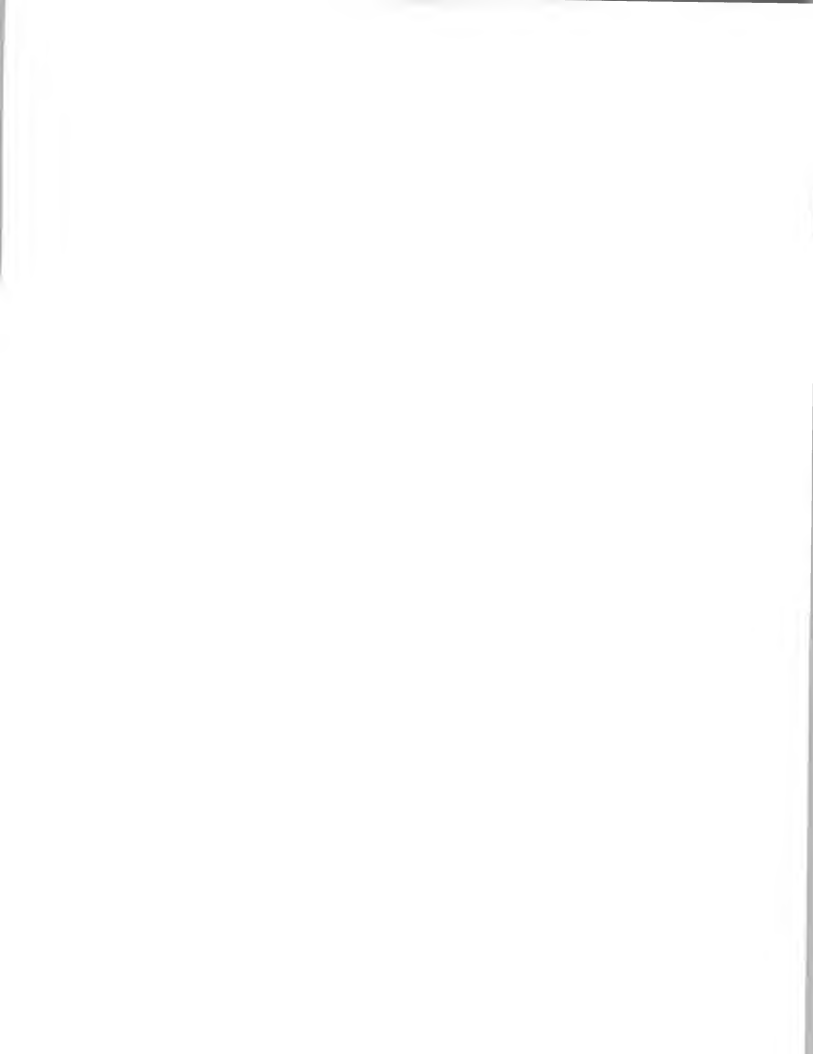
1995	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	12.04				12.04
Turnkey Systems	22.71	10.01	6.35	6.35	
Applications Software	19.41		16.50	2.91	
Systems Software	21.41		18.20	3.21	
Professional Services	45.68			45.68	
Network Services	11.05				11.05
Systems Operations	3.19			2.64	0.55
Systems Integration	7.48	2.62	0.49	4.37	
Total (rounded)	143	13	42	65	24
Customer Services	24			24	
Equipment	73	73			
Grand Total	240	86	42	89	24
Mix Share	100%	36%	17%	37%	10%
1990-1995 CAGR	14%	9%	18%	18%	14%

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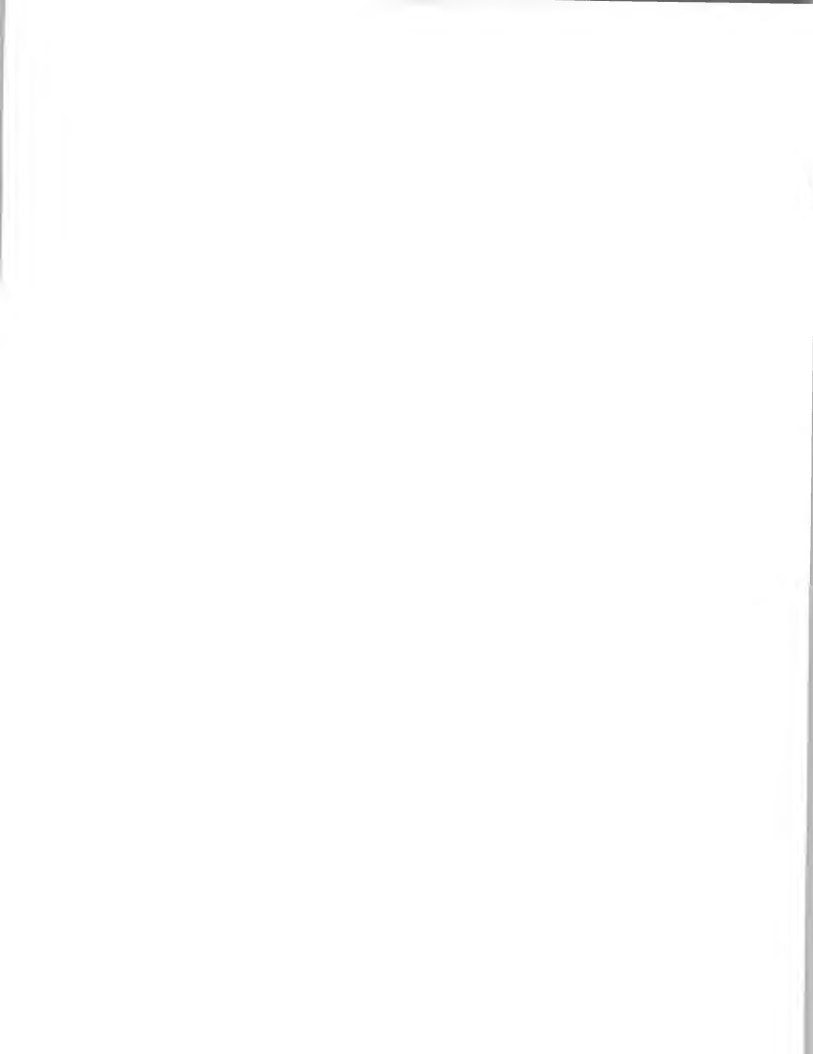
Emerging Alliance Strategies

Core Business Category	Required Additional Capabilities	Strategic Objectives
Computer equipment	Software development Software products Systems operations	Full range services
Telecommunications equipment vendors	Software development	Network SI
Professional services - Management consultancy	Software development Software products Network services Systems operations	Full range services
Professional services - Software development	Software products Management consultancy Systems operations Network services	Full range services
Systems operations	Professional services	Systems operations
Engineering products companies	Professional services	Support core business
Network services vendors	Professional services	Network services
Telecommunications service operators	Software development	Network SI

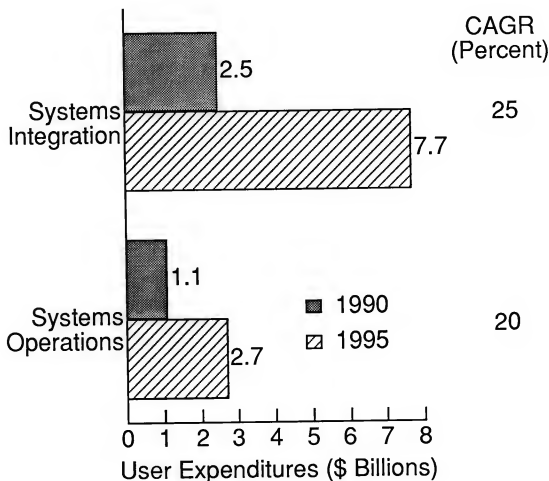


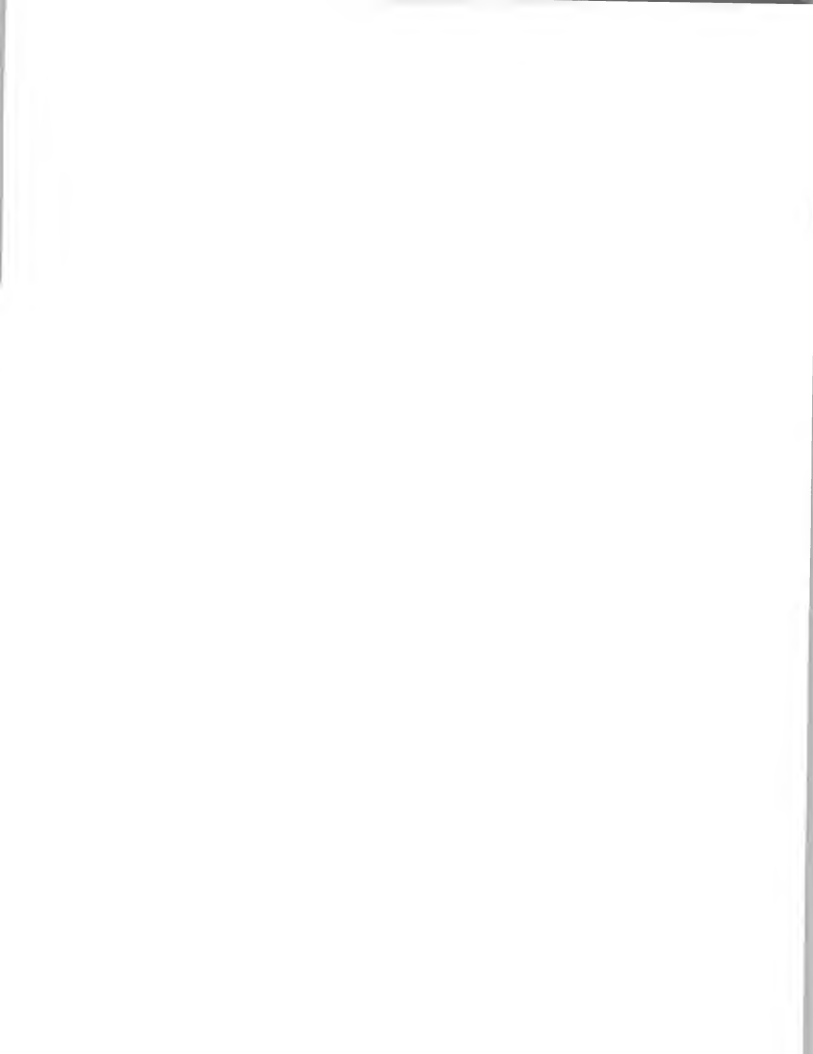
Examples of Information Systems Services and Management Consultancy Congruence

- IBM's development of a strategic consultancy capability and the formation of Meritus Consulting Services with Coopers & Lybrand Deloitte.
- CAP Gemini Sogeti's investments in management consultancy firms:
 - United Research
 - Gamma SA
 - MAC Group
- Computer Sciences Corporation's acquisition of the Index Group.
- McKinsey's acquisition of the Information Consulting Group from Saatchi and Saatchi.
- Booz, Allen and Hamilton's formation of an information systems group.
- PA Consulting Group's acquisition of Pugh-Roberts Associates, a U.S.-based high-technology strategic consultancy.

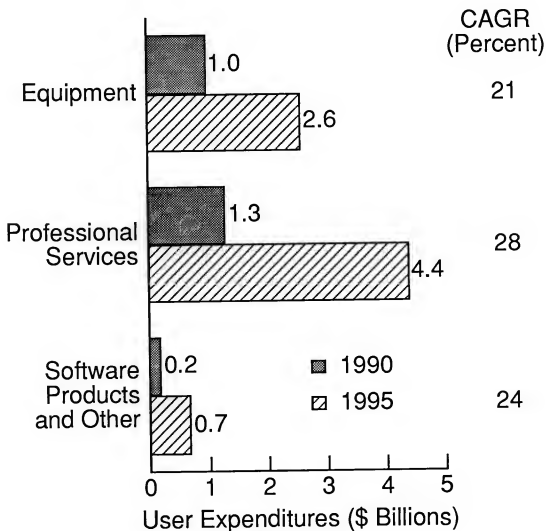


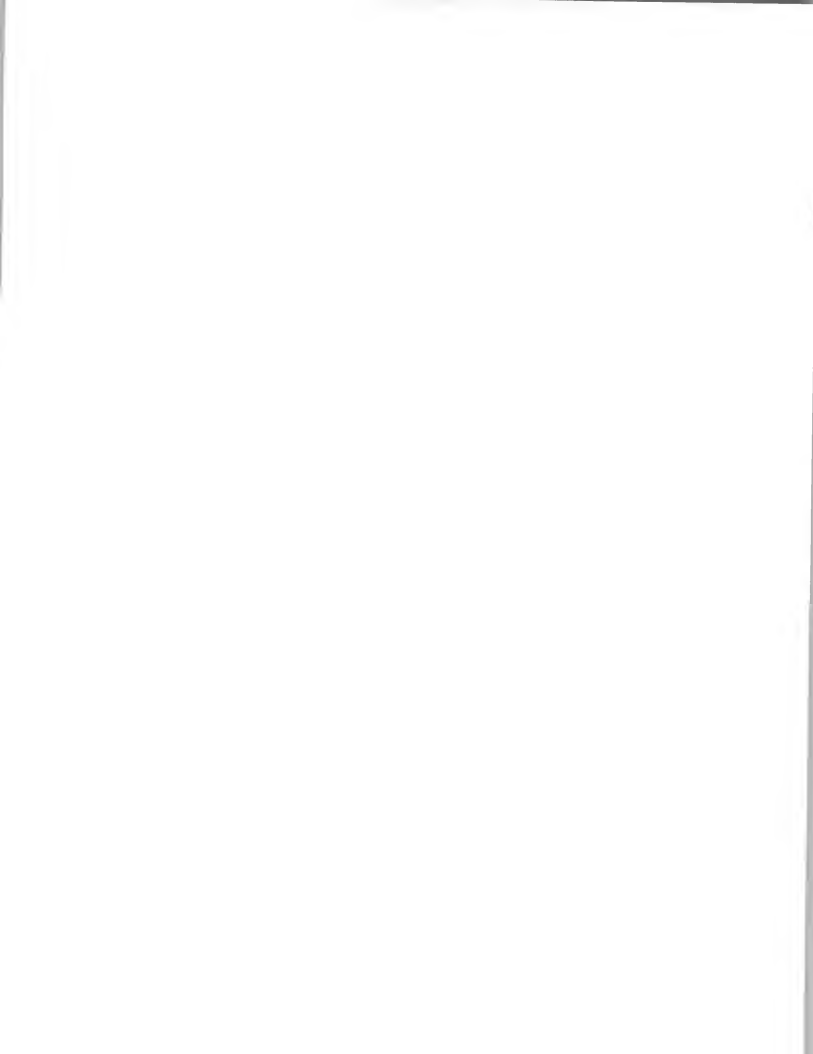
Outsourcing Opportunities 1990-1995 Western Europe



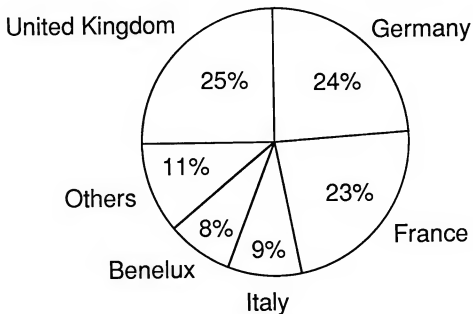


Market Development 1990-1995 Systems Integration, Western Europe

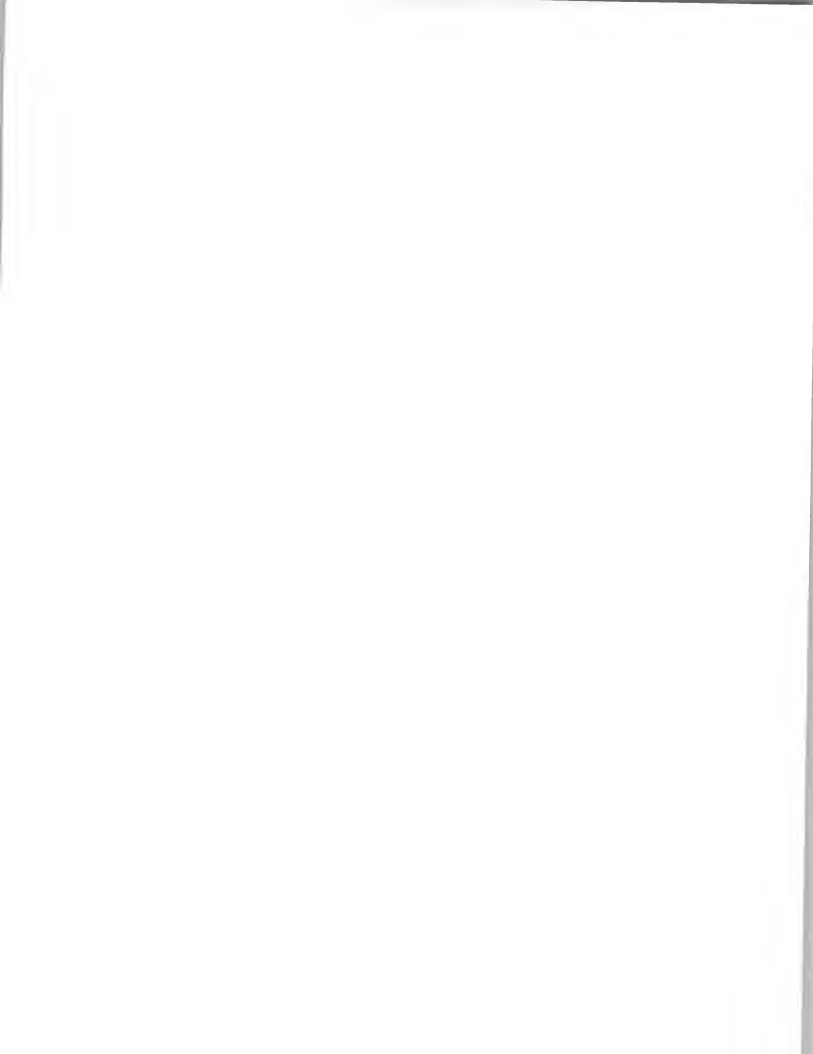




Country Markets, 1990 Systems Integration, Western Europe



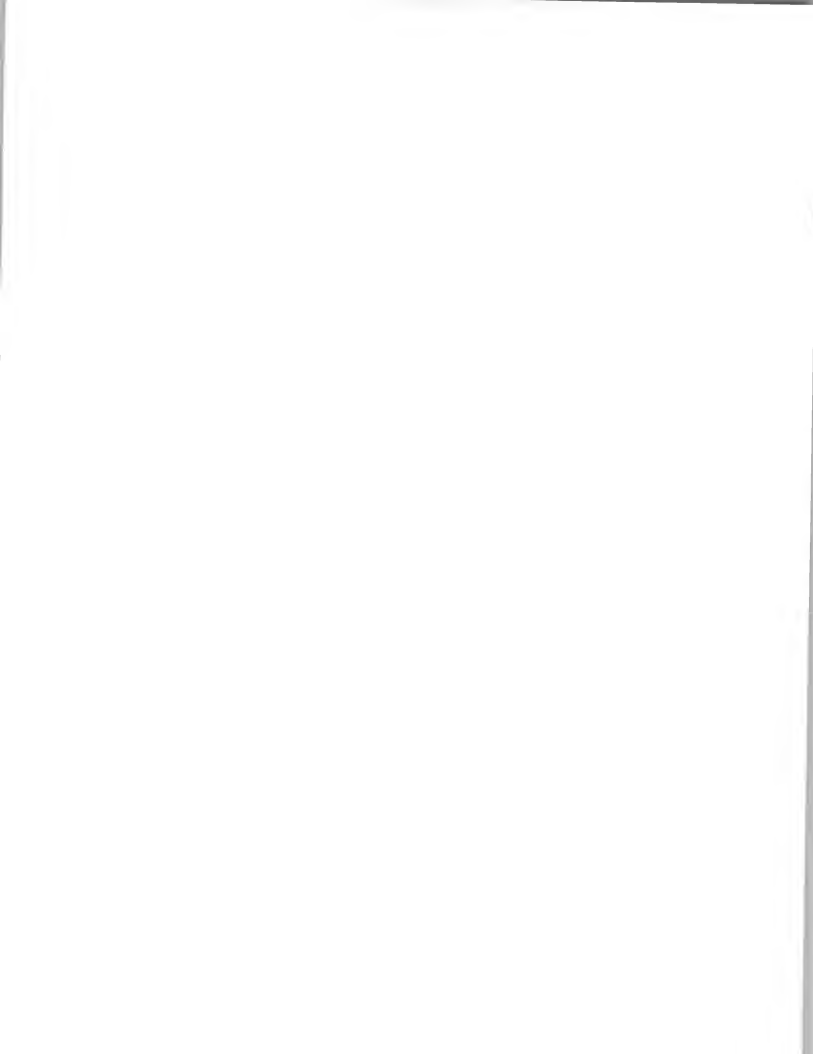
1990 Total European Market = \$2.5 Billion



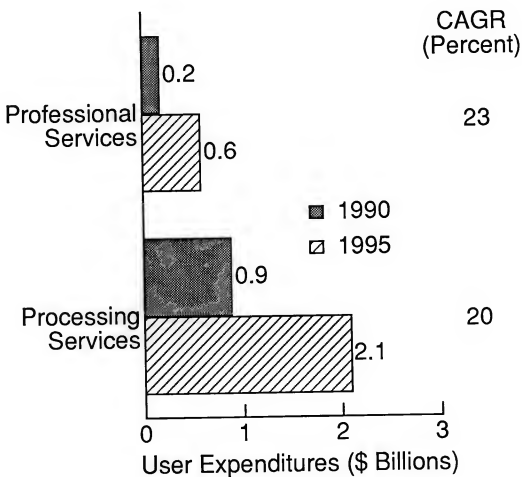
Leading Vendors, 1989

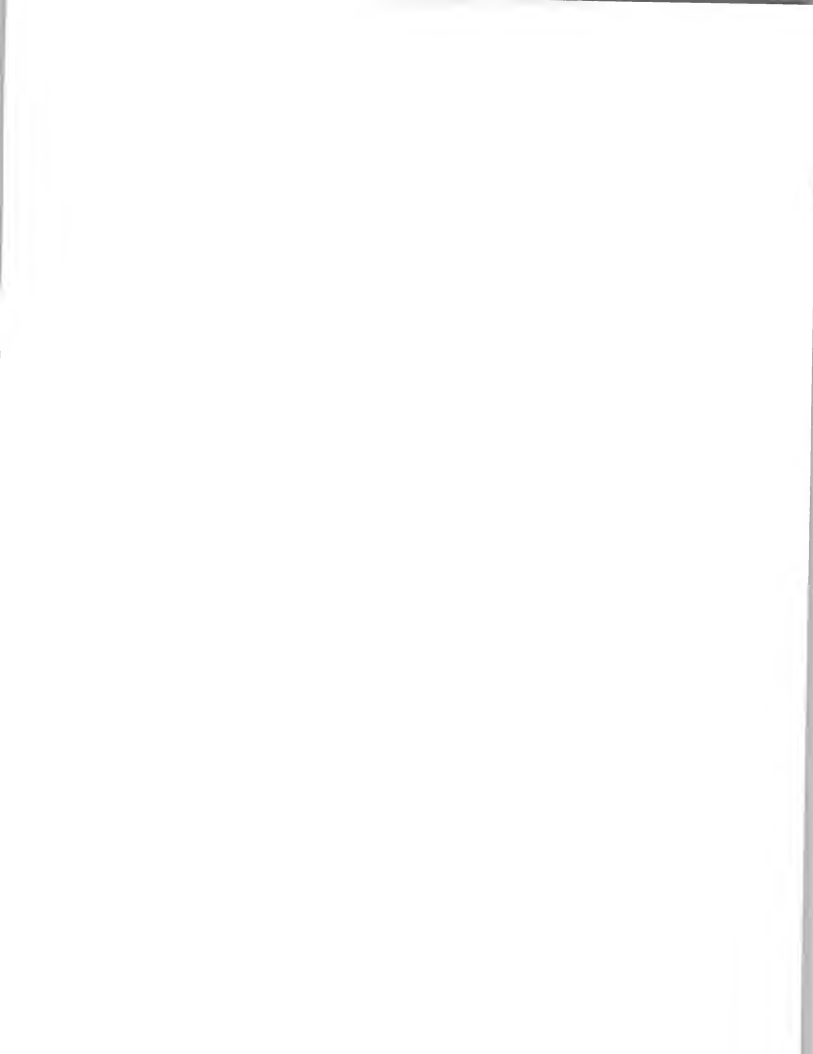
Systems Integration, Western Europe

Company	Market Share (Percent)	Estimated Revenues (\$ Millions)
IBM	10	205
CAP Gemini Sogeti	9	190
Andersen Consulting	8	165
Siemens	4	90



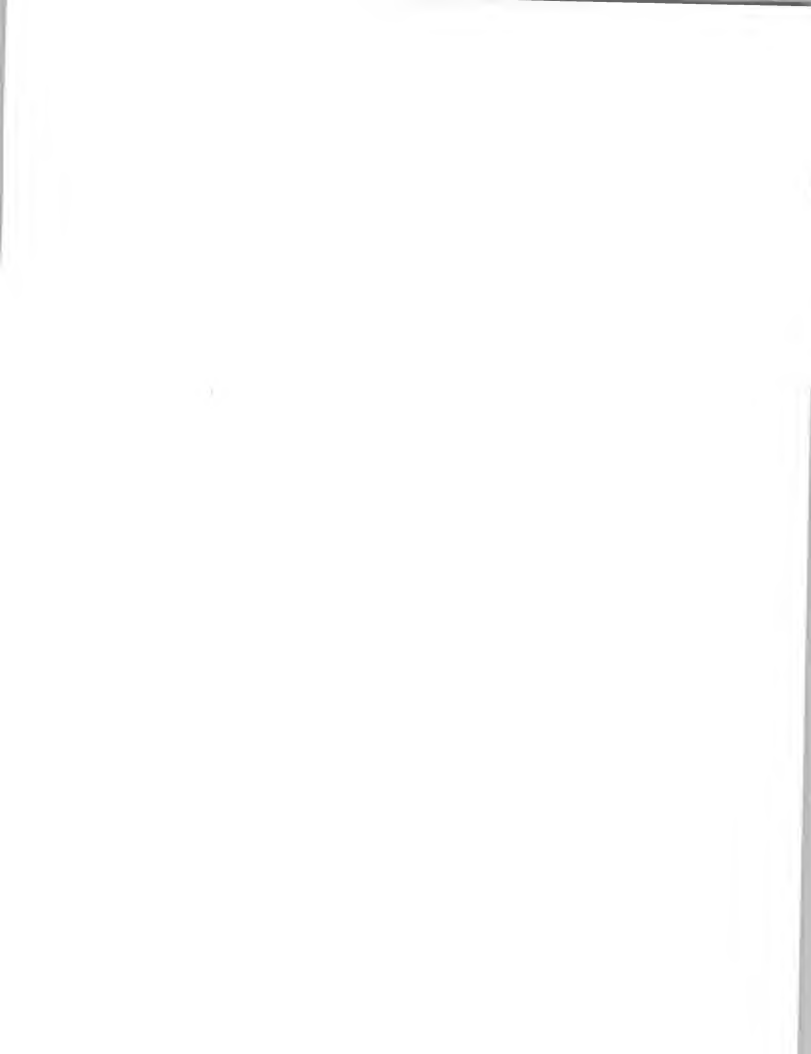
Systems Operations Market, 1990-1995 Western Europe





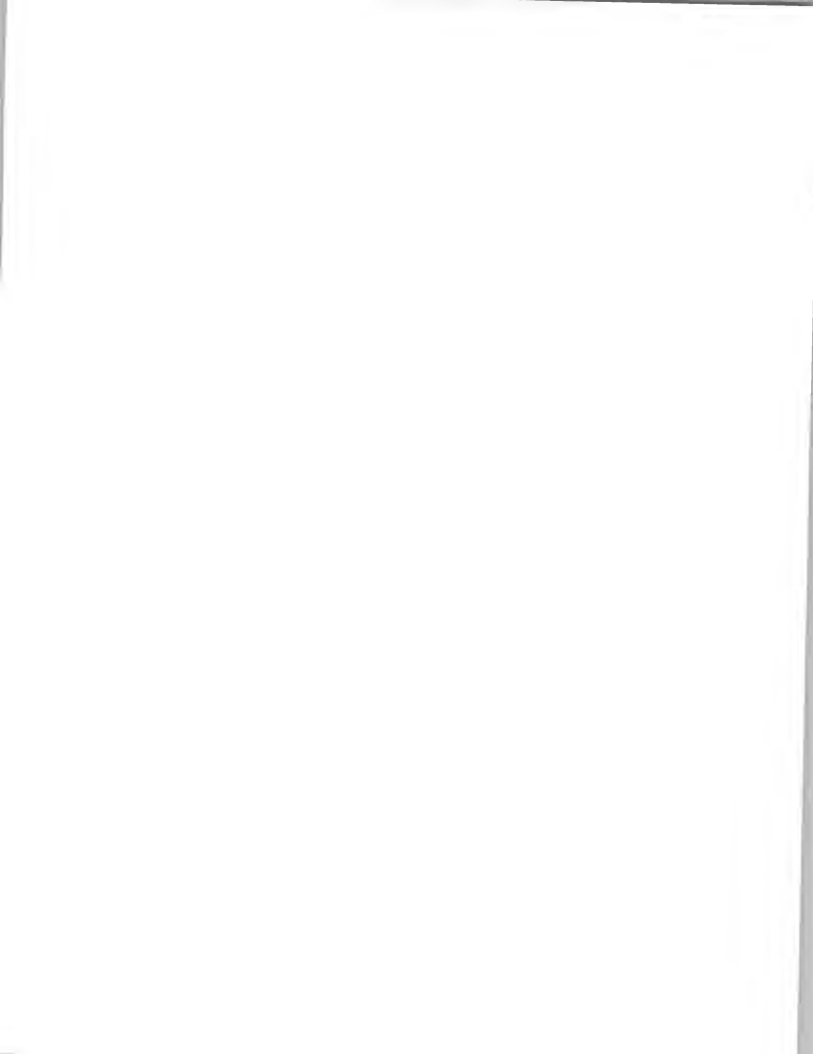
Industry Markets Systems Operations, Western Europe

	1989 Market (\$ Millions)	Percent of Total
Process Mfg.	230	22
National Gov't.	190	18
Discrete Mfg.	180	17
Local Gov't.	140	13



Leading Vendors, 1989 Systems Operations, Western Europe

Company	Market Share (Percent)	Estimated Revenues (\$ Millions)
EDS	10	88
Hoskyns	6	56
Finsiel	5	45
GSI	5	43



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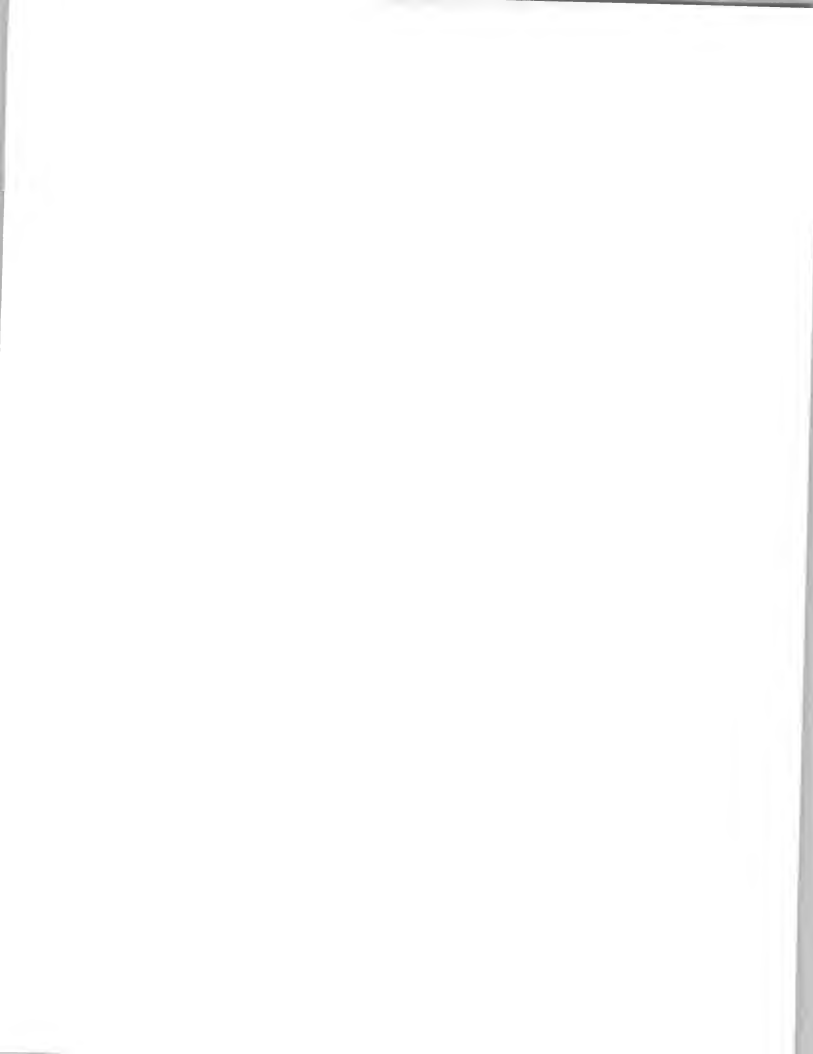
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at a seminar talk I gave yesterday.
Material is virtually as most recent (Zürich) pres.
+ New Header + 4 New Charts to be inserted
between #23 + #24. I will need 12 copies
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don't know how you code it over there)

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OTHERWISE, WE WILL USE THESE

TO

FROM: C. WADE / GRAPHICSDATE: 4/30/91

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Calvin, Thanks, please adjust
as attached is remove zero and decimal
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+ lines on third chart to separate
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Thanks in anticipation.

1 May R

Peter

Page 100

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Overall Product and Service Mix Western Europe, 1990

1990	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	7.84				7.84
Turnkey Systems	9.66	5.14	2.26	2.26	
Applications Software	6.89		5.86	1.03	
Systems Software	10.35		9.72	0.63	
Professional Services	18.66			18.66	
Network Services	3.69				3.69
Systems Operations	1.06			0.20	0.86
Systems Integration	2.42	1.00	0.16	1.26	
Total (rounded)	61.00	6.00	18.00	24.00	12.00
Customer Services	14.00			14.00	
Equipment	50.00	50.00			
Grand Total	125.00	56.00	18.00	38.00	12.00
Mix Share	100%	45%	14%	31%	10%

Overall Product and Service Mix Western Europe, 1995

1995	\$ Billions				
	Total	Equipment	Software Products	People Services	Data Services
Processing Services	12.04				12.04
Turnkey Systems	22.71	10.01	6.35	6.35	
Applications Software	19.41		16.50	2.91	
Systems Software	21.41		18.20	3.21	
Professional Services	45.68			45.68	
Network Services	11.05				11.05
Systems Operations	3.19			2.64	0.55
Systems Integration	7.48	2.62	0.49	4.37	
Total (rounded)	143.00	13.00	42.00	65.00	24.00
Customer Services	24.00			24.00	
Equipment	73.00	73.00			
Grand Total	240.00	86.00	42.00	89.00	24.00
Mix Share	100%	36%	17%	37%	10%
1990-1995 CAGR	14%	9%	18%	18%	14%

Emerging Alliance Strategies

Core Business Category	Required Additional Capabilities	Strategic Objectives
Computer equipment	Software development Software products Systems operations	Full range services
Telecommunications equipment vendors	Software development	Network SI
Professional services - Management consultancy	Software development Software products Network services Systems operations	Full range services
Professional services - Software development	Software products Management consultancy Systems operations Network services	Full range services
Systems operations	Professional services	Systems operations
Engineering products companies	Professional services	Support core business
Network services vendors	Professional services	Network services
Telecommunications service operators	Software development	Network SI

Figure 1.2: The structure of the book

Part	Chapter	Topic
Part I: Introduction	1	Introduction
	2	The structure of the book
	3	The structure of the book
Part II: The structure of the book	4	The structure of the book
	5	The structure of the book
	6	The structure of the book
Part III: The structure of the book	7	The structure of the book
	8	The structure of the book
	9	The structure of the book
Part IV: The structure of the book	10	The structure of the book
	11	The structure of the book
	12	The structure of the book
Part V: The structure of the book	13	The structure of the book
	14	The structure of the book
	15	The structure of the book
Part VI: The structure of the book	16	The structure of the book
	17	The structure of the book
	18	The structure of the book
Part VII: The structure of the book	19	The structure of the book
	20	The structure of the book
	21	The structure of the book
Part VIII: The structure of the book	22	The structure of the book
	23	The structure of the book
	24	The structure of the book
Part IX: The structure of the book	25	The structure of the book
	26	The structure of the book
	27	The structure of the book
Part X: The structure of the book	28	The structure of the book
	29	The structure of the book
	30	The structure of the book

INPUT

PRODUCTION WORK ORDER

(Please fill out both sides)

DATE IN: _____ DATE DUE: ASAP PROJECT CODE: YE-SAL
 AUTHORIZED BY: Peter Lines ☐ NEW ☐ REPEAT ☐ REPEAT W/CHANGE

WORK SPECIFICATIONS

DATE OF PRESENTATION: NA.
 Additional Information
☒ 35mm Slides
☒ Folios HARD COPY ONLY
☐ Exhibits
☐ Questionnaire
☐ Letter
☐ Business Card
☐ Note Paper
☐ Newsletter
☐ News Release
☐ Form
☐ Brochure
☐ Cover Design
☐ Other
 Number of pages submitted 32 Text
 Graphics

PRINTING SPECIFICATIONS

Quantity/Slides/Folios
 Quantity/Hard Copy
 Paper Size X
 Finished Size X
 Number of Pages
☐ Outside Printer
☐ Photocopy
☐ Single side
☐ Double side
☐ Three hole punch
☐ Velobind punch
☐ Trim to X
☐ Blinding
☐ Cover
☐ Paper Color
☐ Ink Color
☐ Copyright Paper
☐ Fold ☐ 1/2 fold ☐ 1/3 fold
☐ Pad
☐ Saddle Stitch
☐ Box
☐ Shrink Wrap
☐ Staple ☐ Corner ☐ 2 on side

SPECIAL INSTRUCTIONS

Presentation handout form.
(as per recent European
Chair Meetings).

MAILING SPECIFICATIONS

Envelope: ☐ No. 10 ☐ 9 x 12 ☐ 10 x 13 ☐ Reply Envelope Quantity _____
☐ First Class ☐ Bulk ☐ Address Labels (Zip Code Order)

Enclosures:

☐ Letter
☐ Questionnaire
☐ Newsletter
☐ News Release
☐ Form
☐ Brochure
☐ Business Reply Envelope
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Quantity
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EXECUTIVE
PRESENTATION TO
EUROPOOL

✓ Thursday 25th April 1991

~~at~~ Lucerne
Switzerland.

REPORT
OF THE
COMMISSIONER
OF THE
LAND OFFICE

FOR THE
YEAR
1884

**Overall Product and Service Mix
Western Europe, 1990**

	\$ Billions				
1990	Total	Equipment	Software Products	People Services	Data Services
Processing Services	7.84				7.84
Turnkey Systems	9.66	5.14	2.26	2.26	
Applications Software	6.89		5.86	1.03	
Systems Software	10.35		9.72	0.63	
Professional Services	18.66			18.66	
Network Services	3.69				3.69
Systems Operations	1.06			0.20	0.86
Systems Integration	2.42	1.00	0.16	1.26	
Total (rounded)	61	6	18	24	12
Customer Services	14			14	
Equipment	50	50			
Grand Total	125	56	18	38	12
Mix Share	100%	45%	14%	31%	10%

THE UNIVERSITY OF CHICAGO

NAME		ADDRESS		CITY		STATE		COUNTRY	
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

THE UNIVERSITY OF CHICAGO

**Overall Product and Service Mix
Western Europe, 1995**

	£ Billions				
1995	Total	Equipment	Software Products	People Services	Data Services
Processing Services	12.04				12.04
Turnkey Systems	22.71	10.01	6.35	6.35	
Applications Software	19.41		16.50	2.91	
Systems Software	21.41		18.20	3.21	
Professional Services	45.68			45.68	
Network Services	11.05				11.05
Systems Operations	3.19			2.64	0.55
Systems Integration	7.48	2.62	0.49	4.37	
Total (rounded)	143	13	42	65	24
Customer Services	24			24	
Equipment	73	73			
Grand Total	240	86	42	89	24
Mix Share	100%	36%	17%	37%	10%
1990-1995 CAGR	14%	9%	18%	18%	14%

Emerging Alliance Strategies

Core Business Category	Required Additional Capabilities	Strategic Objectives
Computer Equipment	Software Development Software Products Systems Operations	Full Range Services
Telecommunications Equipment Vendors	Software Development	Network SI
Professional Services - Management Consultancy	Software Development Software Products Network Services Systems Operations	Full Range Services
Professional Services - Software Development	Software Products Management Consultancy Systems Operations Network Services	Full Range Services
Systems Operations	Professional Services	Systems Operations
Engineering Products Companies	Professional Services	Support Core Business
Network Services Vendors	Professional Services	Network Services
Telecommunications Service Operators	Software Development	Network SI

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	12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**Examples of Information Systems Services
and Management Consultancy Congruence**

- IBM's development of a strategic consultancy capability and the formation of Meritus Consulting Services with Coopers & Lybrand Deloitte.
- Cap Gemini Sogeti's investments in management consultancy firms:
 - United Research
 - Gamma SA
 - MAC Group
- Computer Sciences Corporation's acquisition of the Index Group.
- McKinsey's acquisition of the Information Consulting Group from Saatchi and Saatchi.
- Booz, Allen and Hamilton's formation of an information systems group.
- PA Consulting Groups' acquisition of Pugh-Roberts Associates, a US based high-technology strategic consultancy.

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